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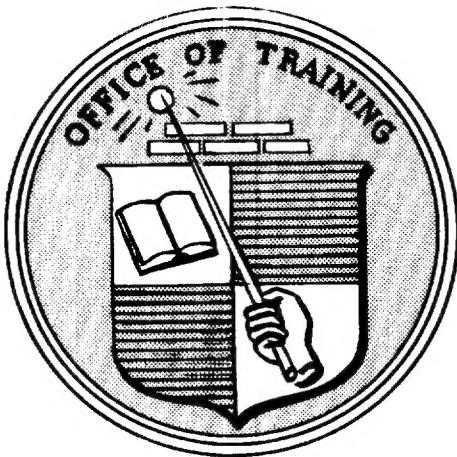
Approved For Release 2005/07/26 : CIA-RDP78-03921A000200080001-7

FILE #8

OFFICE OF TRAINING BULLETIN

NUMBER 18

JOB NO. 18-03921A
BOX NO. 2
FOLDER NO. 8
TOTAL DOCS HEREIN 1



1956
SEPTEMBER

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FOREWORD

Prior to his recent rotation back to DD/P following a tour as instructor in the Operations School, Office of Training, the Chief Instructor, Counterespionage Operations course, in his 9 July 1956 final report to me, evaluated his experience as follows:

"I have held various intelligence assignments in the last fifteen years ranging from commanding a CIC Detachment to running a DD/P Division. I believe that an assignment in OTR has been as fruitful to me as anything I have ever done in intelligence work. It has been profitable to stop and consider why certain operations have succeeded and others failed, and this in turn has helped me to reach conclusions which should result in more and more successful operations. It has been a pleasure to pass on these views to students, to have them agree or disagree and to discuss better alternatives, when they had such alternatives. I have found that I have had much to impart, but a great deal more to learn. With due humility I feel confident in saying that DD/P's most experienced officers would profit a great deal from a tour in OTR. What's more, they would enjoy it."

In reference to this statement by one of the many qualified and capable operations officers who have advanced the mission of DD/P through rotational service in the Office of Training, I invite your attention to the article "Professor of Operations," especially written for this issue of the OTR Bulletin by the Chief, Southern Europe Division, DD/P.



25X1A

*MATTHEW BAIRD
Director of Training*

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REGISTRAR'S REMINDERS

For information regarding courses and registration procedure, read your OTR CATALOG OF COURSES and the OTR Bulletin, and consult your Training Officer. To register in a course, secure the approval and sponsorship of your supervisor. OTR registration deadline and course dates are as follows [Please check with your Training Officer regarding his special deadline dates for submission of applications within your component]:

<u>COURSE TITLE</u>	<u>OTR CATALOG COURSE NUMBER</u>	<u>REGISTRAR'S DEADLINE</u>	<u>COURSE DATES</u>
Intelligence Orientation (formerly Basic Orientation)	B-3	24 Sept.	1 Oct. - 26 Oct.
Intelligence Techniques (formerly Intelligence Principles and Methods)	B-4	24 Sept.	1 Oct. - 26 Oct.
Basic Supervision (GS-9 to 11)	B-7	17 Sept.	24 Sept. - 5 Oct.
Basic Management (GS-12 to 14)	B-8	1 Oct.	8 Oct. - 19 Oct.
Clerical Refresher Program	B-12 to 19	8 Oct.	15 Oct. - 9 Nov.

Pre-testing for the Clerical Refresher Program is scheduled for 11 October in Room 2300, Wing C, Alcott Hall as follows:

0900 - 1000	Typing
1000 - 1100	Shorthand
1100 - 1200	English Usage

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<u>COURSE TITLE</u>	<u>OTR CATALOG COURSE NUMBER</u>	<u>REGISTRAR'S DEADLINE</u>	<u>COURSE DATES</u>
Non-Clerical Basic Typing (0730 - 0815 Monday through Friday, Room 2702, Quarters Eye)	B-17	17 Sept.	24 Sept. - 16 Nov.
Effective Writing	B-21	17 Sept.	25 Sept. - 27 Nov. 27 Sept. - 6 Dec. (Previously scheduled 10 Sept. - 16 Nov.)
Party Organization and Operations (formerly World Communism)	C-2	24 Sept.	1 Oct. - 26 Oct.
Reading Improvement ("O" course titles are listed only in OTR Catalog 100-1)	I-7 0-2 0-4 0-10 0-13 0-23	8 Oct. 3 Sept. 8 Oct. 17 Sept. 1 Oct. 24 Sept.	15 Oct. - 30 Nov. 17 Sept. - 26 Oct. 15 Oct. - 2 Nov. 24 Sept. - 12 Oct. 8 Oct. - 26 Oct. 1 Oct. - 19 Oct.

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SCHOOL OF INTERNATIONAL COMMUNISM AND THE USSR

LONG-TERM SCHEDULES

Make these revisions on the Long-Term Schedule of your current OTR Catalog.

<u>COURSE TITLE</u>	<u>OTR CATALOG COURSE NUMBER</u>	<u>REGISTRAR'S DEADLINE</u>	<u>COURSE DATES</u>
Introduction to Communism (2 weeks. Second Phase of Intelligence Orientation, B-2)	C-1	10 Sept. 8 Oct. 5 Nov. 3 Dec. 14 Jan. 11 Feb. 11 Mar. 8 April 6 May 3 June	17 Sept. - 28 Sept. 15 Oct. - 26 Oct. 12 Nov. - 23 Nov. 10 Dec. - 21 Dec. 21 Jan. - 1 Feb. 18 Feb. - 1 Mar. 18 Mar. - 29 Mar. 15 April - 26 April 13 May - 24 May 10 June - 21 June
Party Organization and Operations (4 weeks. Mornings)	C-2	24 Sept. 19 Nov. 28 Jan. 25 Mar. 20 May	1 Oct. - 26 Oct. 26 Nov. - 21 Dec. 4 Feb. - 1 Mar. 1 April - 26 April 27 May - 21 June
("0" course titles are listed only in <u>OTR Catalog 100-1</u>)	0-6		Cancel the following 4 classes: 26 Nov. - 14 Dec. 4 Feb. - 22 Feb. 1 April - 19 April 27 May - 14 June
			Add the following 2 classes: 31 Dec. 22 April
			7 Jan. - 1 Feb. 29 April - 24 May

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AREA TRAINING

Applications for Area Training, Part-Time Language Training, and Integrated Area-Language Program Training must be submitted to the Registrar, Office of Training, at least two weeks prior to the starting date of the course.

<u>Course Title</u>	<u>Registrar's Deadline</u>	<u>Course Dates</u>
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Basic Country Survey:

Egypt	17 Sept.	1 Oct. - 7 Dec.
Japan	17 Sept.	1 Oct. - 30 Nov.
USSR (in Russian language)	10 Sept.	24 Sept. - 21 Dec.

Regional Survey:

Economic Factors in Asia	4 Sept.	18 Sept. - 25 Oct.
Soviet Bloc (Room changed to 117 Central Building)	27 Aug.	10 Sept. - 16 Nov.

Americans Abroad:

Germany	8 Oct.	22 Oct. - 26 Oct.
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Special Lecture Series:

"Sphere of Indian Influence in Southeast Asia"	28 Sept.	12 Oct. - 21 Dec.
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Lecture Series in the Major Languages of the World	26 Sept.	10 Oct. - 1 May
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~~SOURCE~~INTENSIVE (FULL-TIME) LANGUAGE COURSES

Applications for Intensive (Full-Time) Language Courses should be submitted at least 6 weeks, and preferably 3 months, prior to the beginning dates of the courses. Qualifications of all applicants are considered by OTR Qualifications Review Panels prior to approval for training. The following courses are listed in the same sequence shown on the Long-Term Course Schedule contained in your OTR CATALOG.

Course TitleCourse DatesBasic:

Chinese (yearly, 48 weeks)	1 Oct. - 30 Aug.
French (twice yearly, 23 weeks)	1 Oct. - 8 March
German (twice yearly, 20 weeks; listed in your current <u>OTR CATALOG</u> as 23 weeks)	15 Oct. - 8 March
Greek (yearly, 44 weeks)	1 Oct. - 2 Aug.
Japanese (yearly, 39 weeks)	1 Oct. - 11 July
Italian (twice yearly, 23 weeks)	1 Oct. - 8 March
Persian (twice yearly, 24 weeks)	12 Nov. - 20 April
Rumanian (twice yearly, 22 weeks)	1 Oct. - 22 Feb.
Russian (yearly, 38 weeks)	17 Sept. - 7 June
Serbo-Croatian (yearly, 39 weeks).	1 Oct. - 31 May
Spanish (twice yearly, 23 weeks)	1 Oct. - 8 March

Advanced:

Chinese, Intermediate (quarterly, 15 weeks)	15 Oct. - 25 Jan.
Russian, Intermediate (quarterly, 13 weeks)	24 Sept. - 21 Dec.
Russian, Advanced (quarterly, 13 weeks)	7 Jan. - 5 April

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PART-TIME LANGUAGE COURSES

<u>Course Title</u>	<u>Registrar's Deadline</u>	<u>Course Dates</u>
<u>Chinese</u>		
Elementary Spoken	22 Oct.	5 Nov. - 14 June
<u>Czech</u>		
Elementary Reading (Phase I) Monday, Wednesday, Friday 0845 - 1045	17 Sept.	1 Oct. - 25 Jan.
<u>French</u>		
Elementary Reading	24 Sept.	8 Oct. - 14 Dec.
Applied Translation Group	24 Sept.	8 Oct. - 14 Dec.
Elementary Spoken (Phase I)	24 Sept.	8 Oct. - 14 Dec.
Elementary Spoken (Phase II)	24 Sept.	8 Oct. - 14 Dec.
Intermediate Spoken (Phase I)	24 Sept.	8 Oct. - 14 Dec.
Intermediate Spoken (Phase II)	24 Sept.	8 Oct. - 14 Dec.
<u>German</u>		
Elementary Reading	4 Sept.	17 Sept. - 11 Jan.
Elementary Spoken (Phase I)	24 Sept.	8 Oct. - 21 Dec.
Elementary Spoken (Phase II)	24 Sept.	8 Oct. - 21 Dec.
Applied Translation Group	4 Sept.	17 Sept. - 11 Jan.
<u>Italian</u>		
Elementary Reading	24 Sept.	8 Oct. - 14 Dec.
Applied Translation Group	24 Sept.	8 Oct. - 14 Dec.
Elementary Spoken (Phase I)	24 Sept.	8 Oct. - 14 Dec.
Elementary Spoken (Phase II)	24 Sept.	8 Oct. - 14 Dec.
Intermediate Spoken (Phase I)	24 Sept.	8 Oct. - 14 Dec.
<u>Japanese</u>		
Elementary Reading, Writing, and/or Speaking	17 Sept.	1 Oct. - 5 July

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<u>Course Title</u>	<u>Registrar's Deadline</u>	<u>Course Dates</u>
<u>Portuguese</u>		
Elementary Reading Applied Translation Group	24 Sept. 24 Sept.	8 Oct. - 14 Dec. 8 Oct. - 14 Dec.
<u>Romanian</u>		
Elementary Reading Applied Translation Group	24 Sept. 24 Sept.	8 Oct. - 14 Dec. 8 Oct. - 14 Dec.
<u>Russian</u>		
Familiarization Tuesday, Thursday 1245 - 1345	17 Sept.	1 Oct. - 23 Nov.
Elementary Reading (Phase I) Monday, Wednesday, Friday (Hours changed to: 0845 - 1045)	17 Sept.	1 Oct. - 25 Jan.
Intermediate Reading (Phase I) Monday, Thursday, Friday 1500 - 1700	17 Sept.	1 Oct. - 25 Jan.
Economic Reading (Phase I) Monday, Wednesday, Friday 1500 - 1700	17 Sept.	1 Oct. - 25 Jan.
Scientific Reading (Phase I) Tuesday, Thursday 1400 - 1700	17 Sept.	1 Oct. - 25 Jan.
Elementary Spoken (Phase I) Monday through Friday 1500 - 1700	17 Sept.	1 Oct. - 7 Dec.
Intermediate Spoken (Phase I) Monday, Wednesday, Friday 1000 - 1200	17 Sept.	1 Oct. - 25 Jan.
Translation Workshop in EE Languages Tuesday 1300 - 1700	17 Sept.	1 Oct. - 25 Jan.
Short Course in Elementary Russian (changed to: Phase I) Monday, Wednesday Evenings 1730 - 1945	17 Sept.	1 Oct. - 25 Jan.

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<u>Course Title</u>	<u>Registrar's Deadline</u>	<u>Course Dates</u>
Russian (Cont'd)		
Short Course in Elementary Russian (Phase II) Monday, Wednesday, Friday 1245 - 1445	17 Sept.	1 Oct. - 25 Jan.
Spanish		
Elementary Reading	24 Sept.	8 Oct. - 14 Dec.
Applied Translation Group	24 Sept.	8 Oct. - 14 Dec.
Elementary Spoken (Phase I)	24 Sept.	8 Oct. - 14 Dec.
Elementary Spoken (Phase II)	24 Sept.	8 Oct. - 14 Dec.
Intermediate Spoken (Phase I)	24 Sept.	8 Oct. - 14 Dec.
	24 Sept.	8 Oct. - 14 Dec.

INTEGRATED AREA-LANGUAGE TRAINING

Japanese (10 weeks, full-time)	15 Sept.	1 Oct. - 7 Dec.
Russian, Intermediate (13 weeks, full-time)	10 Sept.	24 Sept. - 21 Dec.

FOREIGN LANGUAGE PROFICIENCY TESTS

In your OTR BULLETIN No. 16, July issue, these tests are described in detail in the item TESTING SERVICES. Call extension at least one week prior to the test date, to arrange an appointment.

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Czech	19 Sept.	German	3 Oct.
Finnish	26 Sept.	Greek	10 Oct.
		Russian	17 Oct.

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NEWS

AGENCY SETS "5%-IN-TRAINING" POLICY

The Director of Central Intelligence, in October of 1955, stated in CIA Notice No. 25-110-11:

"In order that the Central Intelligence Agency may carry out effectively the increasingly heavy and important requirements laid upon it by the National Security Council, the employees of this Agency must continue to improve and increase their professional knowledge and skills. All recent reports of inspecting committees have emphasized the role of proper and sufficient training in attaining this objective.

"It is, therefore, the policy of this Agency that 5% of Headquarters "on-duty" personnel will be in training status at all times."

The Agency "5%-in-Training" policy now is set forth in CIA Regulation 25X1A dated 18 July 1956. Your Training Officer will assist you if you have any question concerning this regulation, the statement of policy of which reads:

"It is the policy of this Agency that at least five percent of the total manhours of headquarters "on-duty" staff personnel will be expended in training as defined in this regulation."

* * * * *

NOONTIME MOVIE PROGRAM IS POPULAR

Language and area films being shown at 1016 R&S Building at 1200 hours are becoming increasingly popular.

42 people attended "The Russian Question" on 25 July; 32 people attended the English area film "USSR" on 26 July; and a record audience of 75 people attended the Italian film "Bicycle Thief" on 9 August.

For information concerning the Noon-time Movie Program, you may call Dr. [redacted] extension [redacted]

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NEXT INTELLIGENCE PRODUCTS EXHIBIT SCHEDULED 13 SEPTEMBER, THURSDAY

Members of the Agency are invited to attend the Intelligence Products Exhibit, scheduled to be shown in the Auditorium of the Recreation and Service Building on Thursday, 13 September, between 0930 and 1200 hours.

Designed primarily as an integral part of Intelligence Orientation, course B-3 in your OTR Catalog, the exhibit has been found to be of great interest and significance to members of the Agency. The exhibit is unique in that it presents in one room a comprehensive view of the greater part of the intelligence activities of CIA.

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INTELLIGENCE COMMUNITY COOPERATES !

At the request of the Director of Training, United States Information Agency, the Language and Area School, OTR, is conducting a special, part-time basic course in Russian for four USIA students. Five Agency students also are enrolled in the course. This course, scheduled for one presentation, meets a specific requirement set forth by USIA.

The National Security Agency has invited CIA to enroll students in Vietnamese courses offered by that Agency. Contact your Training Officer if you desire information regarding this opportunity.

* * * * *

REGIONAL SURVEY -- SOVIET BLOC SHOWS SIGNIFICANT SUBSCRIPTION RATE

Scheduled to begin 10 September, the Regional Survey -- Soviet Bloc already is subscribed beyond the capacity of any single Language and Area School lecture room. However, registration continues open to all interested Agency personnel, and provision has been made for presenting this course in 117 Central. The National Security Agency has requested registration of five personnel.

* * * * *

RUSSIAN NEWSPAPER READER
FIRST IN FOREIGN LANGUAGE SERIES

The Eastern Department of the Language and Area School has just published a Russian Newspaper Reader, for use in intermediate and advanced classes. It consists of a compilation of articles, printed items, and cartoons from current Russian newspapers and journals, representing the fields of archaeology, economics, politics, sciences, sports and the arts. Produced by photo offset process, it contains 140 pages, and is styled in the popular "pocket book" size. To ward off potential cases of myopia and eyestrain, the type is "blown-up" to about twice its original newspaper size!

This Russian Newspaper Reader is part of a series being produced by the staff of the Eastern Department to remedy the lack of commercial texts with "area" type materials and readings of special interest to intelligence personnel.

Russian is not the only East European language to receive attention. There are in preparation Czech, Slovak and Polish newspaper readers, similar to the Russian model. Eventually, Hungarian, Bulgarian, Serbo-Croatian and Albanian readers will be produced.

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FOREIGN LANGUAGE DEVELOPMENT PROGRAM
PROVIDING FOR CASH AWARDS
NOW IN PROCESS OF AGENCY COORDINATION

In January, the Director of Central Intelligence directed that a plan be designed to encourage Agency employees to attain and maintain proficiency in foreign languages. You may recall reading a feature story in the Washington Star newspaper concerning the Director's interest in this matter.

The plan, developed by a committee consisting of representatives from all major components of the Agency, was approved by the CIA Career Council in February, and by the DCI in March.

Two CIA regulations, implementing the plan, have been in the process of coordination for some time. Among the advantages to employees provided in these regulations is a formula whereby individuals may earn initial and recurrent cash awards as an incentive to entering the field of language study.

Your OTR Bulletin will carry a detailed article on the Foreign Language Development Program as soon as these regulations have been approved.

* * * * *
QUALIFICATIONS REVIEW PANEL ACTS
ON APPLICANTS FOR FULL-TIME JAPANESE

Four Agency students have been certified by the OTR Qualifications Review Panel as meeting the qualifications for attendance in the Language and Area School's full-time intensive Japanese course beginning 1 October. Registration remains open to other interested and qualified personnel.

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OFFICIAL AGENCY TESTING NOW GIVEN BY
CLERICAL REFRESHER PROGRAM STAFF
-- SHORTHAND AND TYPEWRITING

On 2 July staff members of the Clerical Refresher Program began administering the Agency shorthand and typewriting tests to employees already on Agency assignments. Mrs.

25X1A9A [] extension [] is in charge of this service.

These tests are given every other Tuesday in Room 2300, Alcott Hall, second floor, Wing C. Hours for testing are as follows:

Typing	1315
Shorthand	1400

Testing dates for September and October are:

11 Sept.	8 Oct.
25 Sept.	22 Oct.

Employees who are interested in being tested should get in touch with their personnel placement officer. He will arrange for test registration.

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OTR BIBLIOGRAPHIES AVAILABLE TO YOU

Copies of the following specially prepared bibliographies are available and may be requested through your Training Officer, or by calling the Chief, OTR Library Section, extension []

Africa South of the Sahara: A Selected Bibliography With Emphasis on Books Published 1952-1955, 98 pages, (unclassified), TR RM 0-523, February 1956; Germany: A Bibliography, 50 pages, (unclassified), TR RM 0-522, November 1955.

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FOREIGN LANGUAGE DINING ROOM REOPENS
IN R & S CAFETERIA

The Foreign Language Dining room, which was temporarily discontinued for the summer, reopens Monday, 1 October.

Monday, Wednesday, and Friday is the new schedule for the language luncheons sponsored by the Language and Area School, OTR. There are separate tables devoted to informal conversation in French, German, Japanese, Russian, and Spanish. Access to the Foreign Language Dining Room (1015 R & S Building) is through the main entrance of the R & S Building cafeteria (enter and turn right). Luncheon may be purchased in the cafeteria and taken to the dining room.

All of you who wish to maintain, or increase, your conversational competence in these languages are invited to participate. Those of you who possess advanced command of the languages, and would enjoy keeping the "conversational ball rolling" during one or more 45-minute luncheons during the week, may make arrangements most convenient to you by calling staff instructors [] or []

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OTR BIBLIOGRAPHIES AVAILABLE TO YOU

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Copies of the following specially prepared bibliographies are available and may be requested through your Training Officer, or by calling the Chief, OTR Library Section,



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UNCONVENTIONAL WARFARE - BIBLIOGRAPHY

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[redacted] OTR, has completed a bibliography of training manuals and other reference source materials, classified and unclassified, pertaining to unconventional warfare.

[redacted] this 30-page bibliography is available to components of the DD/P. You may request a copy through your Training Officer.

* * * * *

A & E STAFF IMPROVES COVERT SERVICES

The Assessment and Evaluation Staff has been performing assessments on individuals whose cover does not permit their appearance on the Headquarters site. These assessments, known as Covert Assessments, are conducted either within or away from the D.C. area, depending on requirements of the Division concerned. The A & E Staff is now able to perform more such assessments, and can arrange to do them on shorter notice than heretofore required. Arrangements for such assessments can be made by calling [redacted]

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OTR - DD/P TRAINING OFFICER MEETINGS RENEWED ON MONTHLY BASIS

Representatives of the Office of Training and the DD/P Training Officer organization again are meeting regularly once a month to discuss major matters of mutual interest. These conferences supplement the close, daily coordination practiced between the two groups concerned with forwarding the Agency training mission.

The first of these meetings was held 15 August; the next tentatively is scheduled for 19 September. The usual day is Wednesday.

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Courses, Activities, and Programs

NON-CLERICAL BASIC TYPING, B.17

24 SEPTEMBER TO 16 NOVEMBER

The 5th typewriting class for professional personnel will be held mornings, during the 8-week period 24 September to 16 November. The class will meet from 0730 to 0815 hours, in Room 2712, Wing H, second floor, Quarters Eye. Applications for registration must be submitted to the Registrar, OTR, on or before 17 September.

It is suggested that you register for this course only if you are reasonably sure of realizing maximum profit through attendance in all, or nearly all, sessions of the course. Non-Clerical Basic Typing is course number B.17 in your office copy of the OTR Catalog, and questions concerning it may be directed to the Chief, Clerical Training, extension 2100.

EFFECTIVE WRITING B.21

25 SEPTEMBER TO 27 NOVEMBER
27 SEPTEMBER TO 6 DECEMBER

Effective Writing courses #10 and #11 will be given 25 September - 27 November and 27 September - 6 December respectively. Class #10 will meet on Tuesdays, and class #11 will meet on Thursdays, both for 10 weeks (total of 20 hours). Classes will be held 0845 - 1045. []

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[] will be the instructor. The initial meeting for both classes will be in Room 2025, R & S. Each class will be limited to 20 students. Training requests should be submitted to the Registrar, OTR, on or before 17 September.

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NOONTIME MOVIE PROGRAM

SEPTEMBER AND OCTOBER

You are invited to attend the various foreign language and English films to be shown in Room 1016 R&S Building, at 1200 hours on the following days. Films of both entertainment and factual types are included. If you enjoy foreign films, desire to improve your language proficiency, or seek additional "area" knowledge, you will find these programs interesting and beneficial. Occasionally if it is impossible to secure a scheduled film, a substitution will be made. For further information, please call

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6 September Thursday	English film: "Soviet Azerbaijan" D6044 (Travelogue) (48 min.)
11 September Tuesday	Italian films: "Mondo Libero" B6015, "Martiri" B6162 and "Peace Betrayed" B6144 (90 min.)
12 September Wednesday	Russian newsreels (3) (60 min.)
13 September Thursday	Russian film: "Baltic Deputy" D6335 (90 min.)
18 September Tuesday	Hungarian film: "Colony Underground" E6085 (Anti-American propaganda film relating to activities of Standard Oil Co.) (109 min.)
19 September Wednesday	Russian film: "Egor Bulychev P.1" E7077 and "Eger Bulychev P.2" E7078 (180 min.)
20 September Thursday	Russian film: "Donetz Miners" C6390 (90 min.)
25 September Tuesday	Polish films: "On the Borders of Peace" E6033 and "Adventures of Gustave the Penguin" H6956 (31 min.)
26 September Wednesday	Russian newsreels (3) (60 min.)
27 September Thursday	Russian film: "Light in Koordi" D6187 (90 min.)
1 October Monday	English survey films on Russia: "USSR" MF30-8656 (26 min.); and "Peoples of the Soviet Union" 1952 version B6097 (38 min.). (Total: 64 min.)

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2 October Tuesday	Russian area film: "New Czechoslovakia" C6171 (75 min.)
3 October Wednesday	Russian feature film: "Alexander Nevsky" C6235 (80 min.)
4 October Thursday	Area films on Poland and Albania: "West Beskids" G6668 (14 min.); "Krakow-Jura Mountains" G7137, German track (16 min.); and "New Albania" E6335, Russian and Albanian track (17 min.). (Total: 47 min.)
8 October Monday	English area film: "This is Russia" (Air Force Film tracing development of present-day USSR (64 min.)
9 October Tuesday	French short subjects: "Shoemaker and Hatter" D6074 (15 min.); "Jungle That Was" D6071 (23 min.); and "Tour of Paris" D7410 (18 min.). (Total: 56 min.)
10 October Wednesday	Russian Newsreels (4) (60 min.)
11 October Thursday	English film: "Communish Blueprint for Conquest" J6120 (Strategic Intelligence School film showing Communist pattern of taking over the Satellites) (30 min.)
16 October Tuesday	Polish shorts: "How a Cooperative Operates" E6030 (11 min.); and "Documentary on Warsaw" E6026 (69 min.). Total: 80 min.)
17 October Wednesday	Russian feature: "Peter the Great" A3213 (90 min.)
18 October Thursday	German shorts: Two anti-American films "Shadows Over the World" H7100 (18 min.); "Ami Go Home" H7096 (18 min.); and "Newsreel" C6401 (14 min.). (Total: 50 min.)
22 October Monday	Russian area films, English track: "Finnish-Karelian SSR" C6389 (11 min.); "The Urals" C6281 (18 min.); and "Along the Roads of RSFSR, Byelorussia, Ukraine" G6128 (22 min.) (Total: 51 min.)
23 October Tuesday	Silent films taken by air attaches: "Motor Trip Through Poland" C7305 (38 min.); and "Motor Trip Through Czechoslovakia" H6679 (10 min.). (Total: 48 min.)
24 October Wednesday	Russian Newsreels (4) (60 min.)

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25 October Thursday	Spanish shorts: "Land of Mexico" B7491 (11 min.); "Bull Fight" B7474 (8 min.); "Peoples of Canada" B7498 (20 min.); and "Girl Scouts" D6180 (21 min.). (Total; 60 min.)
29 October Monday	Russian language area film: "Soviet Moldavia" E6230 (57 min.)
30 October Tuesday	English commercial film: "The Prisoner" (Shows Communist method of brainwashing and interrogation, apparently refers to Cardinal Mindszenty's trial) (90 min.)
31 October Wednesday	Russian feature: "Bogdan Khmelnitski" MID 5019 (90 min.)

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SPECIAL LECTURE SERIES:
"SPHERE OF INDIAN INFLUENCE IN SOUTHEAST ASIA"

12 OCTOBER TO
21 DECEMBER

All CIA personnel interested in gaining additional knowledge concerning the "Sphere of Indian Influence in Southeast Asia" are invited to attend the following lectures on Fridays, at 1430-1630 hours, in Room 2524, Quarters Eye (Wing F). For further information on this lecture series, [redacted]

25X1

25X1

SCHEDULE

12 October	"India's Place in Asia", [redacted] OCI.)
19 October	"India and Her Relations With Her Neighbors"
26 October	"Pakistan-The Moslem Factor"
2 November	"Burma and Ceylon--The Buddhist World"
9 November	"Malaya—Independence"
16 November	"Indonesia—Which Way"
23 November	"Food and People"
7 December	"Communist Impact"
14 December	"Film Festival"
21 December	"Symposium: India-West and India-East"

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SPECIAL LECTURE SERIES:
IN THE MAJOR LANGUAGES OF THE WORLD

10 OCTOBER TO
1 MAY 1957

All CIA personnel interested in improving their language proficiency and area knowledge are invited to attend this series of foreign language lectures (see Lecture Schedule below) presented Wednesdays at 1530 hours, in room 1016, Recreation and Service Building. Information regarding the series may be obtained by calling [redacted] extension [redacted]

25X1A9A

25X1

Recognizing the need for increased knowledge in the language and area fields, the Language and Area School of the Office of Training is offering this series of lectures to be given in the major languages of the world by CIA personnel. Topics of particular interest, both to analysts and personnel in operations, have been selected. The purpose is twofold: To advance your knowledge of foreign languages; to increase your insight into the understanding of foreign peoples--their patterns of thought and behavior.

A special feature of the program is the amount of attention devoted to the theme "Understanding and Dealing With Foreign Peoples." Individual lecturers will speak on how to understand and deal with the Russians, the Japanese, the Latin Americans, etc. In this way, much of the "know-how" gained by our personnel through years of experience will be transmitted to you. As a result, it is hoped that in your contacts with the different nationalities, both here and abroad, you will be able to establish more effective rapport and attain better results.

Summaries of the lectures, in English, will be provided in the "Understanding and Dealing With Foreign People" talks, and also in a few other instances. The lecture in Arabic, due to the very limited number of Agency personnel able to understand this language, will be given in English with a brief summary following in Arabic.

SCHEDULE

10 October	Japanese	"The Communist Party and Leftist Movements in Japan" (Summary in English), [redacted] OCR.	[redacted]	25X1A9A
17 October	French	"Unity and Diversity in Western Europe" (With slides taken from recent European trip), [redacted] OTR	[redacted]	25X1A9A
24 October	German	"The Development of East Germany's Economy," [redacted] EE	[redacted]	25X1 25X1A9A

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BASIC COUNTRY SURVEYEGYPT1 OCTOBER TO 7 DECEMBER

25X1A9A This course will be given Monday, Wednesday and Friday, from 0900 to 1100 hours, in Room 2132, "I" Building. Applications must be received by the Registrar, Office of Training, on or before 17 September. An interview with the instructor, [REDACTED] Room 2129, "I" Building, extension [REDACTED] is expected of applicants.

25X1

The principal object of study in this course will be Egyptian power in world affairs. The course will be divided into three major parts: the elements of Egyptian power; the organization of power in Egypt; and Egypt's exercise of power in Middle Eastern and world affairs.

COURSE SCHEDULE1. Introduction: Power - Past and Future

Monday 1 October

Cairo's version of Egyptian history
Nasser's vision of Egypt's future2. Elements of Egypt's Contemporary Power

Wednesday 3 October

Location: trade, communications, defense

Friday 5 October

Land: the desert and the sown

Monday 8 October

Resources: the lack thereof

Wednesday 10 October

Population: and how to feed it

3. The Organization of Egyptian Power

Friday 12 October

Society: Egypt's human pyramid

Monday 15 October

" Racial, religious and cultural cement

Wednesday 17 October

" Foreign elements in the pyramid

Friday 19 October

" Manners and morals of the modern
Egyptians

Monday 22 October

Economy: Cotton, cotton, cotton, and cereals

Wednesday 24 October

" Searching for oil; harnessing the Nile

Friday 26 October

" Industrialization - hope of the future

Monday 29 October

" Freight cars, trucks and barges

Wednesday 31 October

" Financing the national economy

Friday 2 November

Polity: From pharaoh to Farouk

Monday 5 November

" Machinery of government

Wednesday 7 November

" Col. Nasser

Friday 9 November

" His foes and internal security

Monday 12 November

" Intelligence and his foreign foes.

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Wednesday 14 November Military: Organization and efficiency
Friday 16 November " Egypt's defense of Egypt

Monday 19 November Civility: Press, Radio, and Politics
Wednesday 21 November " Literature and Politics

4. Egypt's Exercise of Power

Friday 23 November The fine Egyptian hand in Arab politics
Monday 26 November Mobilizing the Islamic world
Wednesday 28 November Hobnobbing with Communists and the uncommitted
Friday 30 November Go home, European
Monday 3 December Washington - where does it stand?

5. Conclusion

Wednesday 5 December The West's vision of Cairo's future
Friday 7 December Final Examination

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REGIONAL SURVEY

ECONOMIC FACTORS IN ASIA

18 SEPTEMBER to 25 OCTOBER

This course will be given from 18 September to 25 October 1956. Classes will be held Tuesdays and Thursdays, from 1345 to 1645 hours, in Room 2524, Quarter's Eye. Applications for registration must be submitted to the Registrar, on or before 4 September. An interview with the instructor, [REDACTED] Room 2511 Quarter's Eye, extension [REDACTED] is expected of applicants.

25X1

This course is designed for personnel who require economic information on Asia and familiarity with the various factors involved. It surveys the region embracing Japan, China, the Philippines, Indonesia, Malaya, Indochina, Thailand, Burma, India, Pakistan, and Ceylon. It deals with the population, soil, mineral and industrial development, international trade, labor, communications, economic relations and problems of the region. At each session there will be a guest speaker, in addition to the regular lecture and film. Students will be required to take an oral test and submit term papers.

COURSE SCHEDULE

Tuesday	18 September	"Asia's Economy" Howard P. Jones, Asst. to Director Far Eastern Bureau, Dept. of State
Thursday	20 September	"Human Fertility in Asia" (Speaker to be Announced)
Tuesday	25 September	"The Soils of Asia" A.C. Orvedal, Chief World Soil Map Group Soil Conservation Bureau Dept. of Agriculture
Thursday	27 September	"Mining in Asia" K. P. Wang and Elna Nahal, Analysts Bureau of Mines, Interior Department
Tuesday	2 October	"Trading With Asia" Davis A. Kearns-Preston, Asst. Chief Far Eastern Div., Bur. of Foreign Comm. Commerce Department

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Thursday	4 October	"Industries of Asia" Wm. Sweeny, Specialist Far Eastern Div., International Cooperation Agency
Tuesday	9 October	"Labor in Asia" Arnold L. Steinbach, Specialist Bur. of Intl. Labor, Labor Department
Thursday	11 October	"Communications and Transportation in Asia" Thomas Hahn, Specialist Signal Corps Intell., Army Dept. Samuel Saegesser, Specialist Trans. Corps Intell., Army Dept.
Tuesday	16 October	"Asia's Economy and the West" Leonard Tysson, Specialist Bur. of Far Eastern Affairs State Department
Thursday	18 October	"Asia's Economic Problems" Rufus Burr-Smith, Specialist Bur. of Far Eastern Affairs State Department
Tuesday	23 October	"Economic Future of Asia" 25X1A9A <div style="border: 1px solid black; width: 100px; height: 1.2em; float: right; margin-right: 10px;"></div> DDP/ED
Thursday	25 October	Oral Reviews, Test, Reports and Critiques on Term Papers

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JAPANESE LANGUAGE: FULL-TIME INTENSIVE

1 OCTOBER TO 11 JULY 1957

25X1A9A

This course will be given Monday through Friday, from 0845 to 1645 hours, in Room 2511, Quarters EYE. Applications must be received by the Registrar, OTR, on or before 15 September 1956. An interview with the instructor, [redacted] extension [redacted] is expected of applicants.

25X1

This course is designed for beginners in the language. Its objective is to prepare the student to read, write, and speak the language through familiarity with phonetic syllabary and knowledge of some 800 of the most commonly-used Japanese ideographs. Based on combinations of the ideographs, some 2,000 words can be created. While the course emphasis is on oral drill, rigorous grammatical tutelage will be provided in both the written and oral language; achievement of full Japanese language capability demands attention to both.

In these 39 weeks of full-time, daily instruction, the student will receive intensive training equal to that provided in any similar course offered by Governmental or academic institutions.

COURSE SCHEDULE

With Drill Master	0845 - 0950 1000 - 1050	Flash Card Drill - Writing Conversation
With Instructor	1100 - 1150 1200 - 1250	Reading Oral Drill - Grammar
With Sound Mirror	1400 - 1445 1500 - 1545 1600 - 1645	Oral Drill - Tapes Oral Drill - Tapes Study and Preparation

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INTEGRATED JAPANESE PROGRAM

1 OCTOBER TO 7 DECEMBER

The Eastern Department of the Language and Area School will introduce, starting 1 October, an integrated program of language and area training in Japanese. Ten weeks of daily, full-time instruction will be provided, on the following schedule:

0845 - 0950	Flash Card Drill - Writing
1000 - 1050	Conversation
1100 - 1150	Reading
1200 - 1250	Oral Drill - Grammar
1430 - 1545	Area Lecture
1600 - 1700	Area Seminar or Study

You may enroll for area and language training together on the full-time schedule, or for area only or language only on a part-time schedule. The area training will include the Basic Country Survey program on Japan and, in the last week of the course, the Americans in Japan program.

The course will begin Monday, 1 October 1956. Applications must be received by the Registrar, Office of Training, on or before 15 September. An interview with the instructor, [redacted] room 2518, Wing F, Quarters Eye, extension [redacted] is expected of applicants.

25X1A9A

25X1

The language part of the program is designed for the beginner and is intended to give the student an introductory familiarity with pronunciation, simple vocabulary, the phonetic alphabet, and several hundred common ideographs and their combinations, thus enabling him to make himself understood in basically useful conversation.

LANGUAGE SCHEDULE

0845 to 1300 DAILY

0845 - 0950	Flash Card Drill - Writing
1000 - 1050	Conversation
1100 - 1150	Reading
1200 - 1250	Oral Drill - Grammar

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In the area part of the program, an attempt will be made to provide full coverage of Japan from an historical, cultural, sociological, political, and economic point of view, with emphasis placed upon those elements having intelligence significance, directly or indirectly, but with emphasis also upon those elements which will give to the student a better understanding of Japan and the Japanese and prepare him for further and more intensive study. Guest speakers will be used from time to time. Students will be expected to do a certain amount of outside reading, and opportunity for this will be provided.

Auditors will be admitted when space permits. The detailed area part-time schedule follows:

AREA SCHEDULE

1430 to 1700 DAILY

1. Introduction

Monday	1 October	Introduction - Bibliography - Reading requirements
Tuesday	2 October	United States Foreign Policy Japanese Foreign Policy
Wednesday	3 October	The Current Picture in Japan
Thursday	4 October	Geography of Japan
Friday	5 October	Ecology of Japan Demography of Japan

2. Ancient History

Monday	8 October	Nara and Heian Study Period
Tuesday	9 October	Kamakura and Muromachi Study Period
Wednesday	10 October	Sengoku and Yedo Study Period
Thursday	11 October	Foreign Influences in Old Japan Study Period
Friday	12 October	Seminar - Japanese History

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3. The Opening of Japan

Monday	15 October	The Western World in East Asia in the 19th Century Study Period
Tuesday	16 October	Commodore Perry Comes to Japan Study Period
Wednesday	17 October	Meiji Restoration, Phase I Study Period
Thursday	18 October	Meiji Restoration, Phase II Study Period
Friday	19 October	Seminar - The Meiji Restoration

4. The Social Structure of Japan

Monday	22 October	Social Patterns - The Japanese Family Study Period
Tuesday	23 October	Social Patterns - The Japanese Village Study Period
Wednesday	24 October	Social Patterns - The Japanese Nation Study Period
Thursday	25 October	Social Patterns - The Sacred Area Study Period
Friday	26 October	Seminar - The Social Structure of Japan

5. Art and Culture of Japan

Monday	29 October	Films: <u>Japanese Behaviour</u> ; <u>Conspiracy at Kyoto</u>
Tuesday	30 October	Japanese Art - Tour of Freer Art Gallery
Wednesday	31 October	Film: <u>Ugetsu or Rashomon</u>
Thursday	1 November	Japanese Literature and Drama
Friday	2 November	Film: <u>Gates of Hell</u>

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6. Japan's Emergence as a Modern State

Monday	5 November	Modern Japan: 1895-1932 Study Period
Tuesday	6 November	Political Growth Economic Growth
Wednesday	7 November	Modern Japan: 1932-1937 Study Period
Thursday	8 November	Modern Japan: 1937-1941 Study Period
Friday	9 November	Seminar - Japan As A Modern State

7. The Great Pacific War

Monday	12 November	Armistice Day
Tuesday	13 November	Japan at War: The Fighting Study Period (or Film?)
Wednesday	14 November	Japan at War: The Home Front Study Period
Thursday	15 November	Japan at War: Greater East Asia co-Prosperity Sphere Study Period
Friday	16 November	Seminar - Japan at War

8. The Occupation of Japan

Monday	19 November	The Occupation of Japan Study Period
Tuesday	20 November	The Japanese under the Occupation Study Period
Wednesday	21 November	The Peace Treaty Study Period
Thursday	22 November	Thanksgiving Day
Friday	23 November	Seminar - The Impact of the Occupation

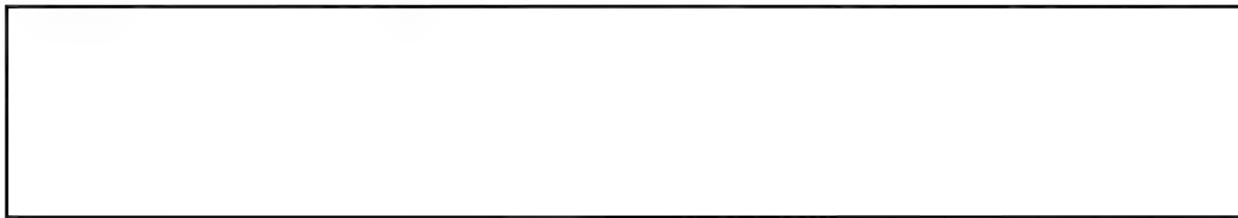
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9. Japan Today

Monday	26 November	The Japanese Government Study Period
Tuesday	27 November	Japanese Political Parties Study Period
Wednesday	28 November	The Economy of Japan Study Period
Thursday	29 November	Social Patterns in Present Day Japan Study Period
Friday	30 November	Critique and Final Evaluation

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Wednesday 5 December The Face of Japan: Slides, etc.

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NATIONAL WAR COLLEGE LECTURES

4 SEPTEMBER TO 25 SEPTEMBER

Senior Agency employees may attend individual lectures given at the National War College, Fort McNair.

Attendance at all lectures requires a TOP SECRET clearance. Visitors must be seated in the lecture hall five minutes prior to the lecture and are not authorized to take notes or make a verbatim transcript of the talk. Visitors may not question the speaker during the question period following the talk. All Agency representatives must be in grade of Colonel, Captain, or GS-14 or above. Due to the very limited seating available to visitors, The National War College has expressed a desire that requests for admission be made on a need-to-know basis.

The Office of Training has been designated as the point of coordination for all Agency requests for attendance at The National War College lectures. Requests may be made by telephone to the Chief, Plans and Policy Staff,

[redacted] These requests must be submitted no later than eight days prior to the date of the lecture. Notification of the approval of the request will be given by telephone on the day before the scheduled talk. This will be the earliest date at which a determination can be made of changes in the schedule.

The schedule through 25 September follows:

SCHEDULE 0900 HOURS

4 September	THE COLD WAR. Mr. James Burnham, Lecturer and Author.
5 September	THE NATURE OF MODERN WAR. Colonel George A. Lincoln, USA, Professor of Social Science, United States Military Academy.
6 September	DEMOGRAPHIC SOURCES OF POWER. Professor Frank W. Notestein, Office of Population Research, Princeton University.
7 September	PRINCIPLES AND PRACTICE OF GEOPOLITICS. Lt. Colonel John E. Kieffer, USAF, Member, Educational Development Division, The National War College.
10 September	MORALE AND LEADERSHIP AS ELEMENTS OF NATIONAL POWER. Mr. Alford J. Williams, Jr.
11 September	FAITH, RELIGION AND ETHICS AS ELEMENTS OF NATIONAL POWER. The Very Reverend Francis B. Sayre, Jr. and PANEL.

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13 September GOVERNMENT AS AN ELEMENT OF POWER. Professor Hardy C. Dillard, The Law School, University of Virginia.

14 September INDUSTRY AND MANPOWER AS ELEMENTS OF NATIONAL POWER. The Honorable Arthur S. Fleming, Director, Office of Defense Mobilization.

17 September COMPARATIVE ECONOMIC SYSTEMS. Mr. Charles J. Hitch, Chief, Economics Division, The RAND Corporation.

18 September SCIENCE AND TECHNOLOGY AS ELEMENTS OF NATIONAL POWER. (Speaker not firm)

20 September MILITARY FORCES AS AN ELEMENT OF NATIONAL POWER. (Speaker not firm)

21 September NUCLEAR ENERGY AND NATIONAL POWER. Colonel Alden K. Sibley, USA, Director, Educational Development Division, The National War College.

24 September THE PEACEFUL USES AND ECONOMIC IMPACT OF NUCLEAR ENERGY. Mr. Gordon Dean, Lehman Brothers.

25 September THE MILITARY APPLICATION OF NUCLEAR ENERGY. (Speaker not firm)

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EXTERNAL TRAINING1956 FALL SEMESTER DATES AT UNIVERSITIES IN THE WASHINGTON AREA

25X1A If you wish to make application for Agency-sponsored External Training courses [redacted], use "Request for Training at Non-CIA Facility," Form 51-136. Your applications must be forwarded, through your Training Officer and the Employee Activity Branch, Personnel Security Division, Office of Security, DD/S, and must be received by the Registrar, OTR, on or before 11 September.

If you wish to consult catalogs of the following, or other universities, please call the Language and Area School, room 2129 Eye Building, [redacted]

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<u>UNIVERSITY</u>	<u>REGISTRATION DATE</u>	<u>CLASS DATE</u>
American University	13-19 September	20 September
Catholic University	undergraduate, 21-24 September graduate, 24-27 September	undergraduate, 24 September graduate, 27 September
Dept. of Agriculture	15-22 September	24 September
Georgetown University Institute of Languages and Linguistics	19-21 September 17-18 September	24 September 24 September
George Washington University	20-21 September	24 September
Johns Hopkins University, SAIS	24 September	25 September
Pentagon Courses:		
George Washington University University of Maryland	18-19 September 12-14 September	1 October 24 September
University of Maryland	18-21 September	24 September
University of Virginia, Extension Division, Arlington	Through 25 September	26 September

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This Intelligence School course listing supersedes that found in your current OTR Catalog. Please cut out this listing and place it in your office copy of the Catalog as course number B. 3 (Former title, Basic Orientation).

TITLE	Intelligence Orientation
OBJECTIVES	<u>Introduction to Intelligence Phase</u> Mission, structure and functions of the American intelligence community. Mission, organization and functions of CIA <u>Introduction to Communism Phase</u> A basic understanding of the Communist ideology and of the background, organization, activities, and capabilities of the International Communist Movement and the USSR
PREREQUISITES	Top Secret Clearance Pretest
ENROLLMENT	25 to 125
DURATION	Four weeks (160 hours)
LOCATION	Headquarters

Introduction to Intelligence Phase:

This is the first phase of the four-week course, Intelligence Orientation, required for all intelligence officers and such other officer personnel as are concerned with the support of Agency activities.

This phase defines the Agency's place in the national security framework and the intelligence community. It describes the functions of Agency offices, their interrelationships, the nature of intelligence, and other activities of CIA.

The responsibilities and functions of various Offices are explained by guest lecturers. Students receive personal attention in a series of staff conducted seminars. The Intelligence Products Exhibit familiarizes the student with the scope of the Agency's intelligence activities.

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Introduction to Communism Phase:

As the second phase of the four-week course, Intelligence Orientation, this is required for all intelligence officers and such other officer personnel as are concerned with the support of Agency activities. As a separate course, this phase will normally be prerequisite to further courses in the School of International Communism and the USSR. (See course C-1)

This course provides a basic introduction to the International Communist Movement. The major section is devoted to the background of the movement, with particular emphasis upon its origins and appeals; the significance of its doctrine; its general organizational concepts, with emphasis upon the current structure of both the open and underground parties; and the tactics employed to increase Party influence and power and to carry out insurrectionary activity.

The course also provides a brief orientation on the USSR, both characteristics of the USSR as a national state, and the role of the USSR in the International Communist Movement. The principal events of Soviet historical development, the interrelationships of the Communist Party of the Soviet Union and the Government of the USSR, the Soviet economy, Soviet military, scientific and clandestine capabilities, and current Soviet objectives are emphasized.

A briefer section is given to coverage of the development of the Communist Party China and the current status of Communist China in the International Communist Movement.

The course includes lectures, demonstrations, films, and a series of basic readings.

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This new School of International Communism course will be listed in your next issue of the OTR Catalog. Please cut out this listing and place it in your office copy of the Catalog as course number C-1.

TITLE	Introduction to Communism
OBJECTIVES	A basic understanding of the Communist ideology and of the background, organization, activities, and capabilities of the International Communist Movement and the USSR
PREREQUISITES	Top Secret clearance Pretest
ENROLLMENT	25 to 125
DURATION	Two weeks (80 hours)
LOCATION	Headquarters

As the second phase of the four week course, Intelligence Orientation, C-1 is required for all intelligence officers and such other officer personnel as are concerned with the support of Agency activities. As a separate course, C-1 will normally be prerequisite to further courses in the School of International Communism and the USSR.

This course provides a basic introduction to the International Communist Movement. The major section is devoted to the background of the movement, with particular emphasis upon its origins and appeals, and the significance of its doctrine; its general organizational concepts, with emphasis upon the current structure of both the open and underground Parties; and the tactics employed to increase Party influence and power and to carry out insurrectionary activity.

The course also provides a brief orientation on the USSR, both characteristics of the USSR as a national state, and the role of the USSR in the International Communist Movement. The principal events of Soviet historical development, the interrelationships of the Communist Party of the Soviet Union and the Government of the USSR, the Soviet economy, Soviet military, scientific and clandestine capabilities, and current Soviet objectives are emphasized.

This new School of International Communism course will be listed in your next issue of the OTR Catalog. Please cut out this listing and place it in your office copy of the Catalog as course number C-2.

TITLE Party Organization and Operations
OBJECTIVES A concrete knowledge of the organization and intra-Party activities of Communist Parties in the Free World
PREREQUISITES Top Secret clearance
 Introduction to Communism, or equivalent
ENROLLMENT 10 to 30
DURATION Four weeks, half-time (80 hours)
LOCATION Headquarters

This course expands the Party organization and internal operations sections of the former World Communism course. It is available to intelligence officers throughout the Agency who need a practical working knowledge of the structure and activities of Communist Parties outside of the Sino-Soviet Bloc, and for operations officers it fulfills a prerequisite for course O-6.

A two-day introductory section analyzes the relationships between the International Communist Program and the programs of specific parties, with emphasis upon the types of tactics used by national Parties to expand their strength and influence. This is followed by a review of Party organizational principles and the current status of non-Orbit Parties. The major section of the course is made up of a series of detailed analyses, using case histories, of the structure, functions, and the day-to-day operations of open and underground Parties and front organizations. Principal emphasis is placed upon cadre, agitprop, front, underground and espionage activities.

The course includes lectures, discussions, assigned readings, and the preparation of a research paper.

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THE IMPORTANCE OF EFFECTIVE WRITING

(By the Staff of the Writing Workshop, Intelligence School)

"Do but take care to express yourself in a plain, easy Manner, in well-chosen, significant and decent Terms, and to give a harmonious and pleasing Turn to your Periods; study to explain your Thoughts, and set them in the truest Light, labouring as much as possible, not to leave them dark nor intricate, but clear and intelligible."

CERVANTES: Preface to Don Quixote

Most of us cannot hope to develop that smooth, free style in our writing which will give "a pleasing Turn to our Periods" as suggested by Cervantes, but with practice and care you can explain your thoughts so that they are clear and intelligible.

In your writing you must first of all have something to say, and then must say it as clearly and concisely as you can. Although style and format may differ in various offices of the Agency, there are certain things all authors should strive for. If you attain them you will be able to express yourself so that your readers not only will understand what you are saying, but also cannot misunderstand it -- in writing for the intelligence community it is imperative that you not be misunderstood.

First of all you should strive for accuracy. Accuracy, in turn, requires that you be honest and objective. You must report things as you see them and must keep personal prejudices out of your writing. You must not report as fact something based on supposition or insufficient evidence. In order to write accurately, you must write clearly; this is our next point.

There are a number of aspects to clarity, one of the most important of which is good diction -- the use of the precise word. Always try to use the familiar word and avoid jargon. Why say "subsequent to" when you mean "after"? Don't use technical terms that are clear to the specialist but unintelligible to the outsider -- the "eutectic point" of metal is nothing more nor less than the melting point of metal, but what layman would know that? Another aspect of clarity is lack of ambiguity. Very often you know what you mean in writing a sentence, but will the reader? "Censure for the New Deal cannot, in justice, be too sharp." Your interpretation of what

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that sentence means depends on whether you are a Democrat or a Republican! Clarity also entails good sentence structure. Keep your sentences short and compact; don't put a strain on your reader's memory by separating widely parts of a sentence that are closely related to one another. Avoid permitting a meandering stream of words to masquerade as a sentence.

When we consider clarity we must consider conciseness. Use as few words as possible without losing the flavor of what you want to say. Verbiage is defined as "an abundance of words without necessity or without much meaning." If a man is "of the dogmatic type" he is surely just "dogmatic". If you are "desirous of doing something", you want to do it. We are all guilty of verbosity, and it is a fault that we can only overcome through careful rewriting and editing.

Careful rewriting and editing will also eliminate a great many mechanical faults. Errors of syntax, punctuation, and spelling are examples of these mechanical faults.

If you can master the art of writing clearly and concisely, you are well on your way to developing impact in your writing and thus putting your thoughts across with the maximum effect.

Finally, all this adds up to style. Jonathan Swift says that "proper words in proper places make the true definition of style." Good style includes, in addition to the points already mentioned, an easy flow of language, proper organization of material, and variation in sentence structure.

A person cannot be taught how to brilliantly, but he can be made aware of the faults outlined above so that he will correct them when they occur in his writing and ultimately, after practice, eliminate them entirely. OTR provides two writing courses to help an individual improve his writing. First, there is the course in Effective Writing taught by [redacted] This course is given in a series of two one-hour sessions per week for ten weeks. Its objectives are: to study principles of exact, clear, forceful, expository writing; to investigate the most effective methods of organizing and presenting written material; and to sharpen the capacity to perform accurate, logical treatment and show the relationship between thinking and writing. The next class begins 24 September.

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The second course is the Writing Workshop, which consists of nine three-hour sessions during a four-week period and has a maximum enrollment of 12. It has as its objectives review of the elements of, and appreciation of the principles of, clear and concise writing. The course is conducted on the "learn by doing" principle and gives special attention to the development of a simple, direct style and to the solution of writing problems such as structural organization and diction. The next class begins 10 September.

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PROFESSOR OF OPERATIONS

(by Chief, Southern Europe Division, DD/P)

Coming back into the Clandestine Services after a tour in the Office of Training, I find there are still widespread misconceptions about the value of such a tour for the professional DD/P man. I shared some of those misconceptions when I rather grudgingly accepted an assignment to OTR in April 1953, but have had over the next thirty months in OTR and nine months back in the Clandestine Services an excellent chance to test them against the facts. Here, then, are some first-hand observations for those of my colleagues who still feel like Shakespeare's

... schoolboy, with his satchel
And shining morning face, creeping like snail
Unwillingly to school.

Let me put the old stereotyped prejudices in blunt language:

1. Training isn't very important — it's experience that counts. As a corollary, assignment to OTR is a form of exile, or at best a detour.
2. Training is so far out of the main stream of events that you'll stagnate in a backwater of dreary routine.
3. If you ever get into Training you'll never get out.
4. Those who can, do; those who can't, teach.

Every one of those notions is false. Let's demolish them one by one.

1. Certainly the importance of Training to the outfit was not recognized during our first several years. Outside pressures, which reached their climax when Korea made World War III seem imminent, impelled us to a frantic haste altogether incommensurate with the difficulty and importance of the job to be done. We recruited too fast, we sent people out too fast, we skimped Training wherever possible and in literally hundreds of cases omitted it entirely. All in the name of national emergency. It's easy and not very profitable in these somewhat quieter times to criticize the mistakes we made in those days; but at least we dare not forget that

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many of our most grievous blunders were the direct and inescapable results of lack of training. Men did get that valuable experience that was supposed to be so much more urgent than training, but at great (and I for one feel unjustifiable) cost. The classic statement of the importance of training to CIA, signalling the end of an era, appears in the Jackson Committee's report to the President in mid-1953:

"The greatest limitation of effective covert activity is the shortage of skilled personnel. Although the total personnel strength of CIA is probably adequate, only a small part of it is as yet qualified to plan and carry out covert operations effectively and securely. The Committee recommends that for the immediate future CIA give higher priority to training, development of improved operating principles, and expansion of its pool of qualified operators. In making this recommendation the Committee recognized that such a policy might reduce CIA's current capabilities. It would mean, however, that within two or three years its capabilities for secure and effective operations should be greatly enhanced."

No one ever tried very hard to refute those conclusions, because by 1953 they were pretty well self-evident, and in fact we've made a good deal of progress since then on all fronts. Some of the signs of increased recognition of training have been the quotas imposed throughout the outfit for minimum enrollment in OTR courses, the extension of the basic DD/P operations training from ten weeks to sixteen, and especially this statement of DD/P policy in CS [redacted] ("Tours of Intelligence Officers as Instructors in the Office of Training"):

"Clandestine Services policy recognizes the rotation of qualified CS Operations officers into instructional assignments in the Office of Training as valuable both to the individuals and to the organization. The individual acquires broadened skills, a wider knowledge of the problems and workings of the Agency, and in many cases new opportunities for interesting operational assignments in the future. The Agency profits by passing on the experience of veterans to its newcomers in training which has steadily improved over the years.

"A tour as instructor in the Office of Training ordinarily lasts 30 months. No change of career designation is involved, unless the individual particularly desires it, and rotation back into the Clandestine Services at the end of the 30 months

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is effected as easily as any rotation within the Clandestine Services. Consideration for future operational assignments is not only not diminished by a tour in the Office of Training but in many cases is actually enhanced."

2. The old backwater argument was what worried me most when I went into OTR. But what happened was that I learned far more about the outfit as a whole, how the parts fit together and why, than I ever had in eight years in a single area division with the same old complex, but after all fairly parochial, problems. I made first-hand acquaintance with DD/P concerns in the Far East, in Latin America, and other parts of the world outside my previous narrow area specialization. My knowledge of a wide variety of operations, and of the people who run them, increased greatly. Much of this came about because I happened to be deputy director of Training, but the instructors similarly have been broadened by wide contacts. They rub elbows with fellow-case-officers-turned-instructors from all over the world, and get a much more comprehensive sense of the accumulated experience of the Agency than they ever got in X Branch or Y Station.

And the present method of instruction has also contributed to that broadening. Those who took operations courses five or six years ago will remember the artificial flavoring of the cases discussed and the problems worked out. In the few instances where genuine cases were used, they were sterilized to the point of being dull and nearly meaningless: The locale would be changed from [redacted] to [redacted] or some other improbable spot, and most of the meaty and significant details left out. But for several years now, OTR has been able to use real cases with as much accurate detail as there is time to cram in, and with so little sterilization that both instructors and students know they are acquiring the real stuff of Agency experience. The result for one instructor after another has been acquiring new skills and knowledge in OTR that fitted them for new types of assignments or new areas or both. Some instructors, by being assigned to covert agent training, have actually had more experience in handling agents than in any previous DD/P assignment, and nearly all get wide experience in dealing with people in general.

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3. It used to be true, because of the general reluctance to accept an assignment in OTR, that if you once got in you'd have a hard time getting out; nobody would come forward to replace you. But for a couple of years now the rule quoted in the CS Instruction above has been working to the advantage of the individual. Any man from DD/P is eligible to rotate back into DD/P after thirty months, which is

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about the same length of time you'd spend preparing for and then fulfilling any other tour. In a number of cases, by agreement between OTR and DD/P when particularly pressing needs arise, the tour doesn't even last the thirty months. Living up to this rotation rule has often imposed a severe strain on OTR, but I know of no case in the last three years where a man's importance to OTR has kept him from accepting a desirable appointment in the Clandestine Services. In fact OTR has also rotated to DD/P many men who never came from there in the first place -- men hired and trained as instructors by OTR, with the TR career service designation -- because the DD/P experience will make them better instructors when they return to their own home base, but also because the DD/P has been keen to get them even if only for a tour or two.

4. Those who can, do. In the days of our most rapid expansion, when only a handful could be spared from DD/P to conduct training, OTR had to hire a good many instructors almost off the streets: no previous experience in CIA, no experience in any field quite like CIA operations. You'd think such men would be poorly prepared to teach our business, and equally poorly prepared for rotation into responsible jobs in the field. Maybe they were, at first, but by the time the rotation rule got going these men had taken on a breadth of knowledge that made them highly desirable, and in several cases there has been a real free-for-all competition for them. (Note, by the way, that a good instructor during one tour makes an impression on some hundreds of his colleagues, some of whom because of lack of training in the early days come to OTR as students after they are already fairly high in the hierarchy. I remember, without rancor, a division chief taking the Operations course several years ago, and putting what he had learned about recruitment to such good use that he recruited one of the instructors on the spot.) One such instructor without previous DD/P experience had five overseas jobs to choose from when he was ready to rotate; a number of others have had three or four good offers overseas or in headquarters. The man who developed the war plans course now has an excellent assignment in that field overseas. In the early PM days, OTR hired many specialists to teach students who for the most part didn't show up; then when some of the big PM jobs developed it was the instructors who were best qualified to do them, and as a result they are now scattered all over the world. Other instructors new to DD/P have become deputy chiefs of branches in two area divisions, and have joined the FI, PP, and CI staffs.

As for those who had previous DD/P experience, let me give you some case histories, to show you the types of jobs they were wanted for after a tour in OTR:

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- a. Chief of an overseas base → chief instructor in an OTR course → chief of station. (Two cases of this. Both, incidentally, shared the old prejudice and thought their assignment in OTR had been engineered by some enemy. But one of them told me three months after his arrival, and again when he was yanked out less than two years later to become a station chief, that the chance he got in OTR to stand back and see Clandestine Services work in perspective, to study new ways of going about it, to put his ideas into orderly shape and test them against the experience of others, was the best thing that had happened to him in the outfit. He spoke as a dedicated DD/P man, who expects to spend the rest of his life in DD/P operations.)
- b. Case officer overseas → operations instructor in OTR → section chief overseas → chief of a large area branch.
- c. Branch desk officer (female) → instructor → a senior administrative officer in a large station.
- d. Chief of a small base → instructor developing a new course → senior research analyst on a big project in a new field. One of several who discovered in OTR a new activity that fitted their abilities and inclinations better than the old.
- e. Senior DD/P job → senior OTR job → chief of a large station.
- f. One-man station — instructor in the Operations course — three firm offers. I don't know which one he took, but he turned down the job of deputy chief of a large branch.

All those I've alluded to above are among the many men and women who have rotated from OTR to DD/P in the last three years. So far as I have been able to follow their careers I know they have been doing well in the Clandestine Services. Not even the promotions they won in OTR have damaged their chances of rotation, though I used to worry about that; out of dozens of cases, I know of only two who had to take a one-grade cut to get the DD/P jobs they wanted, and one of those got his old grade back within six months because of his outstanding performance in the new job.

The senior officers of the Regular Army who led us in World War II had in many cases spent much more than half their careers as either students or instructors. Most of them entered the war without ever having heard that famous shot fired in anger; certainly they had not led large troop units under fire. Instead, they been instructors at the Command and General Staff School or Benning or Sill or

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Knox. They knew, and their careers proved, the pointlessness of the old canard, "those who can't, teach." It was precisely those who in the Thirties were good enough to be appointed instructors at Leavenworth who in the Forties were good enough to deserve all those stars.*

Now we in the Agency have our own Fort Leavenworth - Benning - Knox, and we also have an advantage over the armed services in that we don't have to wait for a hot war to get first-hand experience. But even so, we're all in training all the time for harder jobs to come, and we'd do well to recognize, as the armed forces do, that the instructor's job is a central point for service that improves the whole Agency's effort. And to recognize too, not entirely incidentally, the rewards and opportunities open to the men and women who are lucky enough to perform that service.

- * I heartily commend to you Command Missions by General Lucian K. Truscott, Jr., as one of the best books on the war but especially as a remarkable demonstration of how long training, teaching, and fire-tested experience combined to develop outstanding battle leadership. This great combat commander entered the war entirely without combat experience. In 1940 he was a cavalry major who had spent twelve of the preceding fifteen years in schools -- four as student, eight as instructor in the Cavalry and Command and General Staff Schools. But only five years later he was a lieutenant general in command of an army, and later got his fourth star. Among the junior-officer instructors at Leavenworth with Truscott were (to give their later ranks): General Wade H. Haislip, General John E. Hull, Lt. General Manton S. Eddy, Lt. General William K. Harrison, Jr., Lt. General Frank W. Milburn, Lt. General Lewis H. Brereton, and Lt. General George E. Stratemeyer. Eight instructors, twenty-seven stars. Almost without exception the other instructors serving with them rose to command at least a division. And other Army schools added to the list: For example the founder and first instructor of the Armored School was a Captain George S. Patton, Jr. Such men were appointed instructors because they were fine soldiers, then they built on their training experience to become outstanding.

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OTR AND AGENCY TRAINING OFFICER DIRECTORIES

OFFICE OF TRAINING

	<u>Ext.</u>	<u>Room and Building</u>
Director of Training Deputy Director of Training	Matthew Baird	11, [redacted] 25X1
Plans and Policy Staff Editor, <u>OTR Bulletin</u>		11, [redacted] 25X1A6A
Support Staff Registrar Processing Section		4, 1-B, 8, 18, 1107, Alcott
Assessment & Evaluation Staff		331A, R & S
Junior Officer Training Program	25X1A9A	2413, Alcott
Intelligence School		2009, R & S
School of International Communism & the USSR		2204, Alcott
Operations School		201C, [redacted] 25X1A6A
Language and Area School Testing and Research Eastern Department Western Department		2129, I 2520, Qtrs. I 2518, Qtrs. I 2129, I
Special Asst. for DD/I		347, Admin
O/DDI		354, Admin
OCR	350 [redacted]	25X1A

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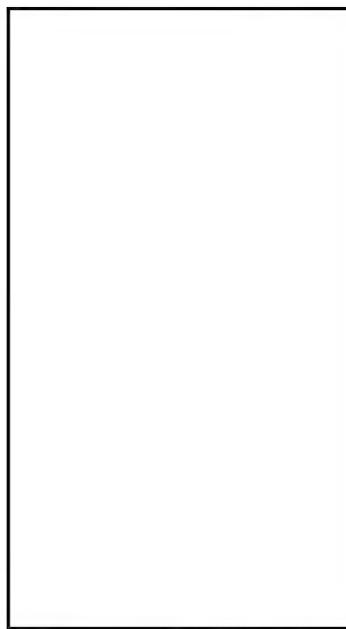
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ORR
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OCI

OSI
OBI

OO
CONTACTS

SOVMAT
FBID
FDD



1117, M
105, Admin
2052, Q
2052, Q

25X1

1713, Barton
126, [REDACTED]
402, 1717 H
523, 1717 H
523, 1717 H
410, 1717 H
414, 1717 H
2021, [REDACTED]
2029, [REDACTED]

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25X1A6A

Special Asst. for DD/S

Audit
Management
Medical

Communications

Comptroller
Finance

Logistics

Personnel
Security



222, East 25X1A9A
1113, I
555, 1717 H
1303, J

2308, I

1309, Alcott
2000, I

2406, Qtrs. I

249, Curie
2514, I

S F [REDACTED]

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